

# Agency Strategic Plan

## State Board of Elections

### Agency Mission, Vision, and Values

#### **Mission Statement:**

The State Board of Elections' (SBE) mission is to promote and ensure uniformity, legality, fairness, accuracy and purity in all elections in the Commonwealth.

#### **Agency Vision:**

Voting is the most fundamental freedom Americans enjoy; it is the backbone of a free and democratic society. We envision SBE as the public's guardian of freedom within a democratic society. As good guardians, we set and uphold the standards and practices that provide voters with the highest level of confidence that elections in Virginia are fair, unbiased, orderly and secure. Electorate confidence and easy access to the electoral processes is a key element to ensuring that every eligible citizen has an opportunity to vote and, to have that vote counted. We want to be a one-stop shop where Virginians can expect the best service and satisfaction of their needs relating to voting, voter registration, election information and other election processes in Virginia.

#### **Agency Values:**

- **Public Trust and Confidence**

It is our honor to protect and promote public trust and confidence by our conduct of accurate and fair elections.

- **Equitable Access**

It is our commitment to ensure uniform and equitable access to electoral processes

- **Customer Service Focus**

We believe that providing friendly, timely and quality services to our customers adds value and confidence to electoral processes in Virginia

- **Innovative Thinking**

We have a genuine willingness to try new things to bring the best possible service to the Virginia electorate and stakeholders

### Agency Executive Progress Report

#### **Current Service Performance**

SBE continues to strive to improve productivity in all areas of its service delivery.

Over the past 18 months one of SBE's major goals was to fully implement the requirements and standards of Public Law 107-252, the Help America Vote Act of 2002 (HAVA).

One of the major objectives in implementing HAVA was to "implement, in a uniform and nondiscriminatory manner, a single, uniform, official, centralized, interactive computerized statewide voter registration list defined, maintained, and administered at the State level that contains the name and registration information of every legally registered voter in the State and assigns a unique identifier to each legally registered voter in the State". Therefore, one of the objectives of SBE is to design, develop and implement a HAVA compliant Statewide Voter Registration and Election Processing System. This project, named VERIS, began in early August 2004 and is scheduled for completion in September 2005 but no later than the federally mandated deadline of January 1, 2006. It is estimated that SBE has completed 50% of the tasks and phases in the project as of June 30, 2005.

Another objective of SBE is to fully comply with the HAVA requirement to replace all punch card voting systems or lever voting systems within the State with a voting system that meets the operational, functionality and security requirements and standards prescribed in HAVA. At the beginning of this project, there were 90 counties and cities with 2,285 precincts that needed replacement of punch card and/or lever voting systems to

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comply with HAVA. During fiscal year 2005, SBE assisted 84 of the 90 counties and cities (93%) involved replaced their old punch card and lever voting systems with state of the art voting systems that meet all the operational, functionality and security standards and requirements of HAVA. SBE's assistance in this project involved establishing statewide voting equipment vendor contracts, establishing security and accessibility standards, as well as, providing financial assistance to the 84 counties and cities in excess of twenty million dollars.

Improving the accessibility and quantity of polling places through out the state for individuals with disabilities is another goal of SBE and a HAVA requirement. The objective is to make polling places, including the path of travel, entrances, exits, and voting areas of each polling facility, accessible to individuals with disabilities, including the blind and visually impaired, in a manner that provides the same opportunity for access and participation (including privacy and independence) as for other voters. Our first step to accomplishing this objective is to identify and fix those polling places in Virginia which currently does not meet the standards of accessibility. To implement this strategy, in fiscal year 2004, SBE began the task of conducting on-site audits and reviews of all polling places located throughout the State. 1,268 of the 2,294 or 55% of polling places throughout the State had been visited and on-site audits conducted to identify accessibility deficiencies. By the end of fiscal 2006, 100% or 2,294 polling places through out the state will have been audited for accessibility deficiencies. These audits are scheduled to be completed by Septemeber 1, 2005. Of the 1,268 polling places that were visited, 284 were brought into compliance with the accessibility standards of ADA. By the end of 2007, 100% of the polling places through our the state are expected to meet ADA standards.

Another goal of SBE is to promote voter confidence in the electoral process by making it convenient and easy for Virginia electorate to access information relating to campaign finance disclosure activities. The best and most efficient way to achieve this goal is to 1) use computers and internet technologies to deliver the information to the electorate and, 2) convert from the traditional paper reports to digital or electronic formatted documents. Current Virginia law mandate electronic filing for State wide candidates (Governor, Lieutenant Governor and Attorney General). General Assembly candidates may file paper reports or file electronic reports prescribed by SBE. In 2003 only 46% of the 140 general assembly candidates filed disclosure reports in an electronic format, in 2004 this number increased to 63%.

Expanding access to the electoral process for military and overseas citizens is also a goal of SBE. Therefore, SBE implemented a pilot program which make absentee voting more convenient by offering military and overseas citizens the option to receive their absentee ballot by email. While it is mandatory for county and city election officials to offer this service to millitary personnel stationed overseas, it is not mandatory for this service to be offered to overseas citizens. Counties and cities which have established central absentee precincts have the option to offer this service to overseas citizens. SBE uses the number of county and cities participating in this pilot service as a indicator of success. In 2003 only 56 or 42% of the 134 counties and cities participated in this program, during 2004, this number increased to 47%.

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### **Productivity**

SBE continues to strive to improve productivity in its operations and the services it provides to Virginia citizens, county and city election officials, and other customers and stakeholders. With a current operating budget of \$10 million dollars, 66% or \$6.6 million is reserved for financial assistance to counties and cities for local electoral board and general registrars salaries. Of the \$3.4 million remaining, \$1 million is designated for the upkeep and maintenance of a computerized statewide voter registration system, the Virginia Voter Registration System (VVRS). With \$2.4million left for other operations, SBE has made remarkable improvements in the timeliness, availability, and convenience of those services and, the methods used to deliver those services.

In the recent past, the agency has received national recognition in its efforts to delivery convenient services to its customers using current and emerging technologies. This recognition includes being recipients of the "Digital Sunlight Award" for innovations in campaign finance disclosure administration and the 2002 Grace Hopper Government Technology Leadership Award. This award recognized Virginia for "being one of the most convenient states in America to be a voter, where citizens can obtain real-time poll results on election day, locate their official polling place and check the status of their registration or absentee ballot online through the state's Elections and Voter Services Web site".

Virginia was among the first states to report election results in real-time on election night using internet technologies. This allowed Virginians and other interested parties to view preliminary election results data at the same time that it was being reported to SBE by local county and city election officials. This collaborative effort between SBE and county and city election officials produces election results for 95 to 100% of Virginia's 2,294 precincts on-line in real-time on election night. Virginians no longer have to rely or wait on their local or national news to see election results specific to their concerns on election night. In reviewing the real-time results on the internet for the June 2005 statewide primary election, the National Journal Group, Inc, hotline proclaimed that Virginia has the "best Election Results Report on the Web, hands down".

SBE realizes the value and benefits of maintaining an experienced and qualified pool of competent and informed election workers who work at the polls on election day. To assist local counties and cities election officials in recruiting and retaining election workers who receive minimum pay for their efforts, SBE worked with the Virginia Retirement System (VRS) and the Internal Revenue Service (IRS) to eliminate the federal requirement for counties and cities to tax and report election workers pay.

In its role as supervisor and coordinator of all election and voter registration in Virginia, SBE exchanges voluminous amounts of information and documents with county and city election officials. To reduce cost and increase timeliness of the transfer of information, SBE implemented private web portals for local election officials to exchange and report information to SBE. A major beneficiary of this service is the candidate processing and certification process. Local election offices no longer mail or fax voluminous candidate forms and documents to SBE for processing; county and city candidate information is directly input by local county and city election officials into a centralized statewide database maintained by SBE and accessible through the internet by all Virginia citizens. Virginia citizens have instant access via the web to the names, addresses and other information pertaining to local, state and federal candidates that will appear on their county or city ballots.

SBE provides timely and meaningful public access to information about the financing of political campaigns, and the financial affairs of public officials and candidates, and ensure compliance with disclosure provisions, campaign practices and other campaign finance laws. This effort is supported by providing campaign finance disclosure electronic filing software to candidates and political action committees to make required campaign finance disclosure reports convenient, easy and simple for filers. This in turn gives the public quick and convenient access to the data through the web and assist them in making informed voting decisions during the election season.

Over the past year, SBE worked with county and city election officials to reduce long lines at the polls on

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election day by combining required election rosters (poll books, precinct record listings and alpha rosters) into a single manageable tool, "Combined Poll books". The Combined Poll books is a primary tool used to verify the eligibility of voters at the polls and record the name and consecutive number of the voter at the time he offers to vote. This action not only ease the burden of local election officers but it also brought efficiency to the process by eliminating the need to print voluminous amounts of paper data and distributing it throughout the State to 134 counties and cities.

In its efforts to improve voting systems standards, technology and security of voting systems used in Virginia: SBE developed and implemented Voting Equipment Security Policies, Standards and Guidelines to be used as the standard by every county and city in the State; and developed a statewide training program for county and city electoral board members on voting equipment security.

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### **Major Initiatives and Related Progress**

SBE is currently designing and developing a new statewide voter registration and election processing system using state-of-the-art technology. This initiative began in August 2004 and is at least 50% complete at the end of fiscal 2005. The scheduled implementation date is September 2005. This new system, we refer to as the Virginia Election and Registration Information System (VERIS) promises to expand and enhance SBE's capability to deliver timely, convenient and quality service to Virginia voters, candidates and county and city election officials. VERIS will continue Virginia's tradition of maintaining a centralized statewide voter registration database containing the name and registration information of every legally registered voter in the State. However, the new and improved database will provide new capabilities and functionality for state, county and city election officials. All county and city election officials may obtain immediate electronic access to the information contained in VERIS. All voter registration information obtained by any local election official in the State shall be electronically entered into VERIS on an expedited basis at the time the information is provided to the election official. VERIS will provide a quick and convenient means for Virginia voters to check and verify their voter registration status; check the status of their absentee ballot application; preview the candidates and ballot questions that will appear on the local ballot well ahead of election day; and obtain general election information including specific polling place locations, and other relevant voter information.

Virginia law mandates that SBE provide for the preparation, production, and transmittal by computer or electronic means the reports of campaign contributions and expenditures. In meeting this legal obligation, SBE initially developed and distributed a computer-based campaign finance disclosure application to interested candidates and political committees to foster and promote electronic filing of the disclosure reports. To promote efficiency and timeliness in this service, in the last quarter of fiscal 2005, SBE began expansion of this initiative by developing a web application that allows candidates to file and report their contributions and expenditures directly on-line using SBE's website. This increased convenience for filers' promises to reduce the paper and provide Virginia citizens with quick and convenient access to campaign finance information.

With financial assistance from funds made available through the Help America Vote Act of 2002, SBE is ensuring that every polling place in the state is fully compliant with the accessibility standards of the Americans With Disabilities Act (ADA). Additionally, the agency is ensuring that every polling place is equipped with at least one state-of-the-art voting system that will allow individuals with disabilities, including the blind and visually impaired, to vote in a manner that provides the same opportunity for access and participation (including privacy and independence) as for other voters.

In addition to improving accessibility to the electoral processes for individuals with disabilities, SBE is continuing implementation of other standards and requirements of the Help America Vote Act of 2002 to include:

- Educating voters through out the state concerning voting procedures, voting rights, and voting technology
- Training county and city election officials, poll workers, and election volunteers
- Improving, acquiring, and replacing voting systems and technology and methods for casting and counting votes. In implementing new voting standards and technology the new voting systems will:
  - 1) permit the voter to verify (in a private and independent manner) the votes selected by the voter on the ballot before the ballot is cast and counted;
  - 2) provide the voter with the opportunity (in a private and independent manner) to change the ballot or correct any error before the ballot is cast and;
  - 3) if the voter selects votes for more than one candidate for a single office – (I) notify the voter that the voter has selected more than one candidate for a single office on the ballot;
  - 4) notify the voter before the ballot is cast of the effect of casting multiple votes for the office and provide the voter with the opportunity to correct the ballot before the ballot is finally cast.

By law, SBE provides to each local county and city election official, a voluminous amount of paper bound computer generated lists of all registered voters in each precinct in which the election is being held in the county, city or town. These precinct lists are the official lists of qualified voters and they constitute the "poll

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books". These paper documents hinder efficiency in the election process. They limit efficiency in processing of voter lines at the polls, they hinder the timely processing of voter credits and, production and distribution of the voluminous paper is extremely costly. SBE has embarked on developing a pilot program to bring efficiency to this activity through the use of electronic poll books. Some of the benefits that electronic poll books will bring to the election process are cost efficiency, quicker movement of voter lines at the polls and, efficient and timely processing of voter credits.

### **Virginia Ranking and Trends**

The electoral processes and activities in Virginia continues to be recognized among the best in the country. Virginia was a recent recipient of top rankings of the "Digital Sunlight" award for excellence in campaign finance disclosure services. Digital Sunlight is a project of the California Voter Foundation, a nonprofit, nonpartisan 501(c)3 organization advancing new technologies to improve democracy.

Virginia was also a recipient of the 2002 Grace Hopper Government Technology Leadership Award. This award recognized Virginia for "being one of the most convenient states in America to be a voter, where citizens can obtain real-time poll results on election day, locate their official polling place and check the status of their registration or absentee ballot online through the state's Elections and Voter Services Web site".

SBE has also received recognition from national media and press for its election night reporting of election results.

### **Customer Trends and Coverage**

SBE serves a variety of customer groups and each customer group expects fast, convenient, courteous and quality service delivery. The customer groups range from all of Virginia citizens to 4.5 million registered voters to 134 county and city voter registrars who partner with SBE to provide voter registration and election services to local county and city voters and candidates. Every customer group have come to expect easy and convenient access to personalized voter registration services and information, as well as, personalized election related information and documents. This expectation has been fostered and promoted with the acceptance and use of personal computer technology as the vehicle to convenient access to SBE's service offerings. More and more, communications and exchanges of information between SBE and its customers are occurring instantaneously on-line from their living rooms or their local offices. Our customers expect that the services provided by SBE be available to them 24-7 by way of technology and the internet.

The following is an overview of SBE's customer needs and expectations:

- Accessibility for people with disabilities or who speak other languages
- Automation – speed, efficiency, accuracy, accountability, information, seamless links with other agencies
- Communication and education – public wants to know that their voice has been heard
- Communication on legal changes in the electoral process, procedures and practices
- Confidence in the integrity of the process - transparency
- Convenience of access to voting, registration and participation in the electoral processes
- Voter Education and information distribution
- Expanded access and communication channels to the electoral processes
- Flexible, simplified, less cumbersome processes (within bounds)
- Multi-lingual publications
- Quick and easy access to SBE's services (website and community partnerships)
- Clear, concise and understandable process – clear and concise information pertaining to voter registration, voting, voting rights and voter responsibilities, and the candidates and issues that appear on their ballot
- Order and shorter wait times at the polls on election day
- Quick response to their needs and quick resolution to any problems they encounter while trying to vote
- Accurate, secure, reliable and easy to use voting systems

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### Future Direction, Expectations, and Priorities

SBE continually improve its web site to provide Virginians with information about the electoral process and to provide support and guidance to county and city election officials in carrying out their electoral duties. SBE's task to ensure that all local election officials are adequately trained will require the deployment of innovative, effective and convenient techniques to deliver quality and uniform training on a statewide basis. A viable option will be development of a standard statewide, one-stop, on-line training portal for local county and city election officials and poll workers. SBE's web will be the major vehicle use in providing a one-stop shop to voters, potential voters and candidates seeking to participate in Virginia's voter registration and election processes.

As the Virginia electorate becomes more reliant on their personal computers to conduct their electoral activities, SBE will be expected to provide real-time, on-line access to all its service offerings to include customized and personalized voter information, voting information and other information relating to elections (polling place location, polling place accessibility characteristics, candidates, registrar information, county and city electoral board information, etc). Currently, the vast majority of communications from SBE and county and city election officials to registered and potential registered voters occur by way of paper notices, letters and telephone calls. It is anticipated, in the future, voter notices and other information will more efficiently be transmitted using email, internet technologies and automated telecommunications technologies.

Currently, many voter registration actions require a signature in order to begin processing of a requested action. Future processing of certain voter registration actions, such as change of address, could easily and quickly be accomplish electronically with electronic or digital signatures and scanned images via secured internet transactions or verifiable email transmissions. Armed with the ability and the legal authorization to accept voter registration requests and changes from citizens using these technologies, SBE will be able to process voter requests more effectively, efficiently and faster.

The agency's internal operations will be more reliant on seamless technological integration and exchange of information with other state agencies that partners with us in delivery of voter registration services. SBE anticipate developing the capability to cross check and validate voter information against DMV, Social Security and other systems seamlessly during the data entry and record maintenance activities. When driving record or vital statistics are updated, that info should be used to seamlessly update and validate voter registration information also.

The highly publicize election debacle in Florida during the November 2000 federal election has caused increased attention and scrutiny in the application of electoral practices through out the country. The public's concern that the mistakes of the past are not repeated may lead to additional federal mandates affecting the election processes across the country. The increased interest and scrutiny of the election arena has lead to a multitude of requests for information and data relating to the entire voting and election process. Satisfying this desire for statistics and information will require SBE to serve as a repository of data and information about voter registration, voting statistics, election statistics and other data relating to the electoral process.

The Code of Virginia, §24.2- 404, requires that SBE provides an alphabetical list of voters to be used as the poll books at each precinct in order to keep an accurate record of all registered voters within each precinct. The poll books also serve as safeguards and help to ensure an accurate record of those who have voted. In recent years, with cooperation with several Virginia local election offices, SBE conducted pilot programs which featured the use of electronic poll books. The overwhelming success of these pilot programs confirmed an increased level of uniformity, voter convenience and accuracy in the production, distribution and administration of electronic poll books data. Currently, the poll books are provided in the form of printed lists that must be processed at SBE before being shipped to localities, checked by the locality before distribution to each precinct on Election Day, marked by officer of election in the polling place as voters offer to vote, returned to the registrar and then shipped back to SBE after the election, where they are once again checked before being sent to a data entry vendor for keying voting credits for those who voted. They are then returned to SBE, checked for completeness

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and returned to the locality, where they will be compared to the printed list of those who voted. Only after this process is complete can the list of those who voted be made available for purchase by qualified buyers. This current manual and paper-intensive process is an overwhelming impediment in realizing efficiency, accuracy and purity in the election process. Implementation of secure and uniform electronic poll books on a statewide basis would bring immediate and significant benefits to SBE, local election offices, Virginia voters, candidates, political parties and other agency customers.



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### Impediments

Virginia law does not explicitly permit the use of electronic or digital signatures in voter registration and elections. Lack of a clear acceptance of electronic or digital signatures in the electoral practices for voter registration and other documents that, by law, require a signature, hinders efforts to efficiently provide more services on-line.

Security issues surrounding internet and telecommunications technologies also present potential obstacles in fostering an environment that is interactive and provides real-time processing of voter registration and other electoral requests from voters, potential voters and citizens seeking to become candidate for public office.

Another potential impediment to fostering increased convenience, speed and simplicity in the electoral process, is the possibility of a federal or state law that mandates the deployment of a Voter Verifiable Paper Audit Trail (VVPAT). Currently, neither federal nor State law require verifiable paper audit trail voting systems. However, if such a law were to pass in Virginia, it would require either replacement or add-ons to every piece of voting equipment in the State. Virginia currently has no voting systems equipped with a VPAT. Therefore, the cost of compliance, supplies and training of such a system would be tremendous for the local county and city governments, as well as, the State.

Other impediments to the agency involve inadequate funding to sustain the election administration improvements and standards imposed by HAVA once the funds for the federally funded initiative is exhausted. To sustain the progress and continue to provide supervision and guidance of the electoral processes throughout the state, SBE would need to increase its staffing levels and the skill sets of its staff.

### An Analysis of Impact of Aging Population on Agency Services

#### Delivery of Service:

The State Board of Elections (SBE) anticipates an aging population increase will result in:

- Increase in absentee voting activities and associated expenses (printing, data entry, distribution costs)
- Increase in the number of elderly individuals serving as officer of elections and poll workers who work the polls on election day.
- Increase in training efforts directed towards officer of elections and poll workers associated expenses
- Longer lines at the polls and increase in time spent at the polls by in-person voters

#### The Impact of Aging of Population on agency services:

The State Board of Elections (SBE) has increased its efforts to ensure optimum accessibility to polling places by aging and disabled individuals. SBE is providing funding to local county and cities through the Help America Vote Act and the Election Assistance For Individuals with Disabilities to ensure that the elderly are able to vote in a fully accessible polling places, including the path of travel, entrances, exits, and voting areas of each polling facility, accessible to the elderly and individuals with disabilities. By ensuring that every polling place is fully accessible, we ensure that the elderly gets an opportunity to vote in a manner that provides the same opportunity for access and participation (including privacy and independence) as for other voters.

SBE is also embarking on projects that will provide the aging population with information about the accessibility of polling places, including media ads and outreach programs to inform the individuals about the availability of accessible polling places. Local general registrars and electoral board will receive training to promote the access and participation of the elderly, as well as, the special accommodations that may be needed.

SBE strives to ensure that voting is convenient and that every voter gets an opportunity to cast his/her votes without waiting in excessively long lines. Over the past few years, SBE has been piloting and exploring the use of electronic poll books. Each of the pilot programs were a huge success and showed the efficiencies that cannot be achieved from the use of the current paper formatted poll books. Notwithstanding the tremendous State and local cost savings, electronic poll books increases voter convenience and minimize the time a voter has to stay at

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the polls to cast a vote.

Among the other efforts that SBE has taken, or anticipate taking, in anticipation of an aging population is:

- Providing voter information in larger font sizes
- Increasing font sizes on printed forms that are used by voters and potential voters
- Work with non-profit organizations to increase the number of college and high school students who serve as poll workers on election day

## Agency Background Information

### Statutory Authority

Virginia code, Title 24.2 - ELECTIONS, Chapter 1 General Provisions and Administration (24.2-100 thru 24.2-123) establishes the

§ 24.2-103. Powers and duties in general, establishes the duties and powers of SBE

### Customer Base:

Customer Description	Served	Potential
Agency Staff	30	30
candidates for federal, state and local public office	2,500	5,000
county and city government officials	400	4,000
election workers and volunteers	4,000	4,000
Federal agencies (Dept of Justice, Fed Election Commission)	3	3
General Public	4,200,000	6,500,000
High School students/faculty	1,000	5,000
Incumbent Office holders	3,500	3,500
Legislators	140	140
local county and city electoral board members	402	402
local county and city general registrars and their staff	268	268
media	20	100
Military and Overseas citizens	2,000	10,000
Other state agencies designated under the National Voter Registration Act (NVRA)	8	8
political committees	200	200
political parties	8	8
Private non profit and civic organizations that promote voter registration	20	50
registered voters	4,500,000	6,000,000
registered voters who are incapacitated or hospitalized	1,000	3,000
state agencies	10	10
Virginia citizens with Disabilities	2,000	20,000

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### **Anticipated Changes In Agency Customer Base:**

We anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Additionally, as SBE continues to improve accessibility for individuals with disabilities, an increase in this customer group is anticipated. As citizens desire to have a say so in democracy continues to increase, it is anticipated that the number of citizens registering vote will continue to significantly increase. This will result in an increase in the number of customers serve and an increase in the expectation of our customers.

We also anticipate increases in the number of organizations and groups who look to SBE to provide voter registration and election statistics.

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### **Agency Products and Services:**

#### **Current Products and Services**

- Assistance and guidance to county and city election officials
- Assistance and information to federal, state and local candidates on filing requirements
- Voter lists to candidates, courts, and non profit organizations
- Campaign finance disclosure services
- Establishment of voting system technology and security standards
- Provide election forms and materials to Virginia counties and cities
- Candidate certification services
- Ballot proofing and certification services
- Certification of results of elections for federal and state offices
- Ballot referendum services
- Campaign finance disclosure compliance services
- Campaign finance disclosure services
- Campaign finance reporting software
- Voter registration form development and distribution
- Propose and drafting of legislation services
- Voter registration procedure training services
- Poll book creation and distribution services

#### **Factors Impacting Agency Products and Services**

The federally funded HAVA initiative brings noticeable improvement to the election process and the methods we use to serve our many customer needs, and the level and quality of services we provide to Virginia citizens. HAVA establishes requirements and standards of election administration for federal offices including:

- Complying with voting systems standards and technology, including voting system accessibility standards
- Meeting provisional voting and voting information requirements
- Maintaining a computerized statewide voter registration system and requirements for voters who register by mail
- Improving the administration of elections for federal office
- Educating voters on voting procedures, voting rights, and voting technology
- Training election officials, poll workers, and election volunteers.
- Improving the accessibility and quantity of polling, , including providing physical access for individuals with disabilities, providing non-visual access for individuals with visual impairments, and providing assistance to Native Americans, and to individuals with limited proficiency in the English language.
- Establishing and maintaining toll-free telephone hotlines that voters may use to report possible voting fraud and voting rights violations, to obtain general election information, and to access detailed automated information on their own voter registration status, specific polling place locations, and other relevant information.

It is imperative that the improvements and increased standards funded from the HAVA initiative be continued in Virginia. The HAVA funding is temporary in nature and will most likely be substantially exhausted before fiscal 2008.

#### **Anticipated Changes in Agency Products and Services**

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### **Agency Financial Resources Summary:**

Until fiscal 2003, SBE activities and services were totally funded from the state's general fund. In fiscal 2004, SBE received a non-general fund revenues in the form of "no-year" grants from the federal government to implement the standards and requirements prescribed HAVA. The HAVA grants are one-time grants that are expected to be exhausted by the end of 2006. SBE is expected and mandated to continue maintaining the standards and requirements set out in HAVA once the federal funds are exhausted. Maintaining the standards implemented as a result of HAVA may require additional funding from the State general fund in the future.

	<b><u>Fiscal Year 2007</u></b>		<b><u>Fiscal Year 2008</u></b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$10,243,893	\$15,000,000	\$10,243,893	\$15,000,000
<b>Changes To Base</b>	\$1,018,548	(\$14,991,492)	\$684,732	(\$14,991,492)
<b>AGENCY TOTAL</b>	<b>\$11,262,441</b>	<b>\$8,508</b>	<b>\$10,928,625</b>	<b>\$8,508</b>

### **Agency Human Resources Summary:**

#### **Human Resources Overview**

SBE's workforce is composed of salaried, wage, and contract employees to deliver its services to its customers. It is anticipated that the agency will need to address staffing shortfalls as some of the key agency personnel with over 25 years experience are set to retire within the next two years.

#### **Full-Time Equivalent (FTE) Position Summary**

Effective Date: 7/1/2005

Total Authorized Position level .....	36
Vacant Positions .....	2
Non-Classified (Filled).....	0
Full-Time Classified (Filled) .....	29
Part-Time Classified (Filled) .....	0
Faculty (Filled) .....	0
Wage .....	8
Contract Employees .....	1
Total Human Resource Level .....	38

#### **Factors Impacting Human Resources**

Approximately 30% of SBE's full-time classified workforce has 10 or more years of service at SBE. Three key staff with 25 to 30 years of service are scheduled to retire in the next couple of years. These key staff either manages or supervises major service areas.

SBE promote innovative thinking and use of technology in bringing efficiency to the workplace. To recruit and retain highly competent workforce, SBE needs the resources to eliminate salary suppression and to have its best employees to remain with the agency. Resources are needed to align current staff salaries to make them comparable with other state agencies salary levels.

#### **Anticipated Changes in Human Resources**

Over the next two years, three key agency staff with 25 to 30 years of service is expected to retire. These key staff members currently are managers in their respective service areas. Funds will also need to be earmarked for severance costs. As this experience workforce leave state service, the agency will incur

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increased training costs for replacement staff.

Further, with the expectation of HAVA funds being exhausted by the end of fiscal year 2006 the services that are currently funded by HAVA need to be continued. They include continuing of the services for maintaining voting equipment standards for technology and security, absentee voting for military and overseas citizens and support of legality and practices. These services will require additional full time employees that would require fully funding from the state's general fund.

### **Agency Information Technology Summary:**

#### **Current State / Issues**

SBE contracts with the Virginia Information Technology Agencies (VITA) to administer and maintain its information technology infrastructure which includes personal computers connected to a local area network that is served by two servers. The current statewide voter registration system (VVRS), one of the agency's critical applications, resides on a Unisys mainframe that is maintained, administered and supported by VITA staff. A project is currently underway to replace the current VVRS and the mainframe platform with a client server platform and a state-of-the-art relational database.

#### **Factor Impacting Information Technology**

Changes in the service levels provided by VITA may have impact on the agency's information technology infrastructure and capabilities.

SBE is also integrating its service level applications to increase productivity, efficiency and communications across service areas. This integration reduces duplication of data and effort and fosters uniformity in the service areas output.

#### **Anticipated Changes / Desired State**

SBE would like to create a centralized repository of campaign finance disclosure reports for all state and local filers. This centralized system would allow Local County and city election officials to accept campaign finance disclosure data electronically from their local filers and instantaneously publish the data to the internet for public consumption. The cost of developing, designing and implementing this centralized system is estimated to be \$500,000

#### **Agency Information Technology Investments:**

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$500,000	\$0	\$0	\$0
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$0	\$0	\$0	\$0
<b>Totals</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Agency Goals

# Agency Strategic Plan

## State Board of Elections

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### **Goal #1:**

#### ***Improve and Broaden Customer Access to Services***

##### **Goal Summary and Alignment:**

In its efforts to foster fair and pure elections in Virginia, SBE strives to give Virginians unfettered access to agency services in all areas of the voter registration and electoral activities. Virginia citizens should have quick and convenient access to voter registration information, candidate information, campaign finance disclosure data and, election information. This goal seeks to use current and emerging technology and media to expand access to agency's service for Virginia citizens and registered voters

##### **Statewide Goals Supported by Goal #1**

- Engage and inform citizens to ensure we serve their interests.

### **Goal #2:**

#### ***Increase Convenience and Effectiveness of Voter Registration Procedures***

##### **Goal Summary and Alignment:**

Registering to vote for Virginia citizens should be easy, convenient and expedient. SBE strives to engage, inform and build confidence in the voter registration process for all citizens.

##### **Statewide Goals Supported by Goal #2**

- Engage and inform citizens to ensure we serve their interests.

### **Goal #3:**

#### ***Increase Use of Efficient Information Transfer Technologies***

##### **Goal Summary and Alignment:**

In today's technological environment, efficient and speedy exchange of information is a major factor in ensuring timely and accurate service delivery in voter registration, candidate processing and, election related activities. SBE seeks to establish efficient and effective methods of exchanging information with our customers and Virginia voters. Accomplishment of this goal supports the agency's strategic to use technology to efficiently deliver service to Virginia citizens.

##### **Statewide Goals Supported by Goal #3**

- Be recognized as the best-managed state in the nation.

### **Goal #4:**

#### ***Improve Communication, Staff Development and Staff Education***

##### **Goal Summary and Alignment:**

By increasing and improving internal communications channels and staff development, SBE will be in a better position to ensure that the policies and guidance it delivers to local election officials are clear, concise, accurate and uniform. This aligns with the agency's efforts to ensure fairness, uniformity and purity in all election practices.

##### **Statewide Goals Supported by Goal #4**

- Be recognized as the best-managed state in the nation.

# Agency Strategic Plan

## State Board of Elections

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### **Goal #5:**

#### ***Foster and promote voter confidence***

##### **Goal Summary and Alignment:**

Voter confidence in the purity, accuracy and fairness in the electoral practices and proceeding is a key element of maintaining efficient, free and pure elections. One of the key ways to foster voter confidence is to ensure that voters are provided with sufficient, timely, accurate and useful information relating to elections and voter registration. Additionally, voters must be given a mechanism and opportunities to voice their concerns regarding electoral practices and their voting rights.

##### **Statewide Goals Supported by Goal #5**

- Engage and inform citizens to ensure we serve their interests.



# Service Area Plan

## State Board of Elections

### *Electoral Uniformity, Legality, and Quality Assurance Services (72302)*

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## Service Area Background Information

### Service Area Description

This service area provides guidance and promotes uniformity in electoral proceedings by conducting research and providing procedural guidance to obtain uniformity in local election officials' practices and proceedings.

Activities include:

- Provide guidance, advice, and quality assurance to SBE staff, general registrars, electoral boards, citizens, and voters to ensure uniformity and legality in the administration and implementation of federal and state election laws.
- Provide assistance in production of all forms and documents prescribed by State Board to ensure legality and compliance with federal and state election laws.
- Provide research services and guidance to staff, local election officials, candidates, political parties, political action committees, and public on federal laws, federal policies from Federal Election Commission and Election Assistance Commission, historical State Board policies and practices, court cases, and Attorney General's opinions.
- Maintain all official guidance documents and update with State Registrar of records.
- Complete and provide statistical analysis for federal reports and surveys on topics such as NVRA, HAVA and Election Day surveys, and UOCAVA citizens.
- Propose and draft legislation and provide information and advice to elected officials concerning legislation

### Service Area Alignment to Mission

This service area provides information and statutory advice and policy interpretation to SBE staff, county and city election officials and candidates on best practices for implementing state and federal election laws and regulations.

- Basic function of all service areas assures the legality and purity of federal and state election laws by ensuring implementation at local and state levels is in compliance with federal and state election laws.
- Propose and draft policies for State Board approval and legislation for introduction in the General Assembly to ensure uniformity and inclusion of all potential voters in the electoral process.
- Research and subsequent policy and guidance concerning implementation of election laws and policies necessary to provide timely instruction to protect rights of voters and general public as well as the security of the electoral process.
- Provide guidance on drafting and production of all forms prescribed by the State Board also ensures uniformity, security, and inclusion for all voters and election officials.

### Service Area Statutory Authority

Virginia code, § 24.2-103. Powers and duties in general, directs the State Board to supervise and coordinate the work of the county and city electoral boards and of the registrars to obtain uniformity in their practices and proceedings and legality and purity in all elections. The statute empowers SBE to make rules and regulations and issue instructions and provide information to the electoral boards and registrars to promote the proper administration of election laws. The statute also prescribes that the Board shall ensure that the members of the electoral boards and general registrars are properly trained to carry out their duties by offering training annually, or more often, as it deems appropriate. Additionally, § 24.2-106, § 24.2-111 and § 24.2-114 of the code of Virginia requires the general registrar and at least one member of the electoral board of each county and city attend annual training sponsored by SBE.

# Service Area Plan

## State Board of Elections

### Electoral Uniformity, Legality, and Quality Assurance Services (72302)

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#### **Service Area Customer Base**

Customer(s)	Served	Potential
agency staff	36	36
candidates for federal, state and local public office	2,500	2,500
election workers and volunteers	50	5,000
Legislators	140	140
local county and city electoral board members	402	402
local county and city general registrars and their staff	268	268
Media	10	10
political parties	5	5

#### **Anticipated Changes In Service Area Customer Base**

We anticipate constant changes and improvements in the Virginia election laws and federal mandates that affect elections in Virginia. As these changes occur, this service area must ensure that all stakeholders are properly abreast of the statutes and acceptable application of those statutes. Changes to the customer base may occur as SBE services are increased due to State or federal laws.

We also anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Additionally, as SBE continues to improve accessibility to the electoral processes for individuals with disabilities, an increase in this customer group is anticipated. We also anticipate an increase in the number of military and overseas citizens who use our services relating to absentee voting and mail-in registration.

#### **Service Area Products and Services**

- Training services for county and city election officials on performing uniform, legal and fair electoral practices
- Assistance and guidance to county and city election officials in practices and procedures
- Advises SBE staff on form development, specifically the wording and language used
- Legislative information services to SBE staff and county and city election officials.
- Electoral policies, procedures and practices services
- Policy and procedures repository services

#### **Factors Impacting Service Area Products and Services**

The HAVA mandated additional requirements and standards to be used during the conduct of federal elections. During fiscal 2005 and 2006, this service area included a non general fund position to assist with establishing policies and procedures for implementing HAVA standards and requirements. The amount of federal funds available to continue the supplement to this service area is not certain at this time. If no federal funds are available to continue the assistance in this area during 2007 and 2008, there will exist a need to fund the additional position with the State's general fund.

# Service Area Plan

## State Board of Elections

### Electoral Uniformity, Legality, and Quality Assurance Services (72302)

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#### **Service Area Financial Summary**

During 2004 through 2006, this service area activities were being performed by two staff positions, a general fund staff position and a non-general fund, HAVA funded, staff position. This service area activities and personal service costs were partially funded from grants received under HAVA and partially funded by the State's general fund. HAVA funding was used to ensure uniform and legal application of HAVA mandated programs, standards, requirements and services. Activities relating to proper application of state election laws are funded by the state's general fund. Even after HAVA standards and requirements are fully implemented, there will still exist a need to ensure continued compliance and uniformity of application of State and Federal election laws (including HAVA provisions), regulations, and guidelines. Therefore, the need to maintain a staffing level in this service area that is sufficient to ensure continued uniformity and legality of electoral processes is critical to the agency's mission.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	<u>General Fund</u>	<u>Nongeneral Fund</u>	<u>General Fund</u>	<u>Nongeneral Fund</u>
<b>Base Budget</b>	\$193,758	\$15,000,000	\$193,758	\$15,000,000
<b>Changes To Base</b>	\$9,300	(\$14,991,492)	\$9,300	(\$14,991,492)
<b>SERVICE AREA TOTAL</b>	<b>\$203,058</b>	<b>\$8,508</b>	<b>\$203,058</b>	<b>\$8,508</b>

# Service Area Plan

## State Board of Elections

### *Electoral Uniformity, Legality, and Quality Assurance Services (72302)*

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## Service Area Objectives, Measures, and Strategies

### **Objective 72302.01**

#### ***Promote statewide uniformity, purity and legality in all election practices and proceedings***

Voter confidence in the election practices and proceedings is a critical aspect of a fair and accurate election process. The State Board of Elections is committed to ensuring that every election in Virginia is conducted in a uniform, fair and legal manner. Virginia has 134 counties and cities. Each county and city has a general registrar and each county and city has three electoral board members. These local election officials actually conduct the election activities for their particular jurisdiction. Statewide uniformity, legality and transparency of election practices and proceedings help to ensure that every eligible voter gets an opportunity to confidently cast their vote and, be certain that their vote counts.

#### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services
- Increase Use of Efficient Information Transfer Technologies
- Improve Communication, Staff Development and Staff Education

#### **This Objective Has The Following Measure(s):**

- **Measure 72302.01.01**

##### ***Percentage of on-line procedural, policies, guidance and instructional materials available to local election***

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** In 2006, all (or 100%) of the agency's policies, procedural and guidance documents used by local election officials were distributed to local election officials in hard to manage and use paper-bound formats

**Measure Target:** by end of 2007, convert 50% of the total of all the agency's election procedural documents into database of searchable digital formats, accessible by local election officials through the internet. 100% by end of 2008.

**Measure Source and Calculation:**

agency's forms, policies and procedural manuals and documents inventory database

#### **Objective 72302.01 Has the Following Strategies:**

- Development and implementation of a searchable database containing all election related policy and procedures documents, to include forms used in the election proceedings.
- Improve management and upkeep of database to improve efficiency of updating policy and guidance materials
- Maintain staff and resources to manage policy and forms database as well as aid Secretary in proposing and drafting of policies and legislation
- Consolidate and digitize all electoral procedural, practices and policy documents and manuals into an easily accessible, digital, online, real-time data warehouse

# Service Area Plan

## State Board of Elections

### Statewide Voter Registration System Services (72304)

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## Service Area Background Information

### Service Area Description

This service area provides for and maintains the continuing operation and maintenance of a central (statewide) record-keeping system, the Virginia Voter Registration System (VVRS), for all voters registered in the Commonwealth.

As part of its responsibility to operate and maintain the VVRS this service:

- requires the local counties and cities general registrars enter the names of all registered voters into the system and to change or correct registration records as necessary.
- Provides to each general registrar, voter registration cards for newly registered voters and for notice to registered voters on the system of changes and corrections in their registration records and polling places.
- Require the general registrars to delete from the record of registered voters the name of any voter who (i) is deceased, (ii) is no longer qualified to vote in the county or city where he is registered due to removal of his residence, (iii) has been convicted of a felony, (iv) has been adjudicated incapacitated, or (v) is otherwise no longer qualified to vote as may be provided by law.
- Retain on the system for four years a separate record for registered voters whose names have been deleted, with the reason for deletion.
- Retain on the system permanently a separate record for information received regarding deaths, felony convictions, and adjudications of incapacity pursuant to §§ 24.2-408 through 24.2-410.
- Provide to each general registrar, at least 10 days prior to a general or primary election and three days prior to a special election, an alphabetical list of all registered voters in each precinct or portion of a precinct in which the election is being held in the county, city, or town. These precinct lists are used as the official lists of qualified voters and constitute the poll books. Prior to any general, primary, or special election, this service area provide any general registrar, upon his/her request, with a separate electronic list of all registered voters in the registrar's county or city.

### Service Area Alignment to Mission

This service area is critical to the agency's mission. By having a centralized database of all voter registration records in the state, this service area assists in ensuring the uniform and purity and fairness in the voter registration processes. During an election season, this activity provides the poll books and other precinct lists to ensure that all properly registered voters have the opportunity to vote in their correct precinct and district. Therefore, this activity supports the purity and legality of the election day processes at the polls.

### Service Area Statutory Authority

Virginia code, § 24.2-404, Duties of State Board, mandates that “the State Board shall provide for the continuing operation and maintenance of a central record-keeping system, the Virginia Voter Registration System, for all voters registered in the Commonwealth.” Additionally, the Help America Vote Act of 2002 (HAVA) mandates that “each State, acting through the chief State election official, shall implement, in a uniform and nondiscriminatory manner, a single, uniform, official, centralized, interactive computerized statewide voter registration list defined, maintained, and administered at the State level that contains the name and registration information of every legally registered voter in the State.

# Service Area Plan

## State Board of Elections

### Statewide Voter Registration System Services (72304)

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#### **Service Area Customer Base**

Customer(s)	Served	Potential
candidates for federal, state and local public office	2,500	5,000
Incumbent Office holders	2,500	2,500
Legislators	140	140
local county and city general registrars and their staff	670	670
Other state agencies designated under the National Voter Registration	15	15
political parties	7	10
Private non profit and civic organizations that promote voter registration	20	100
registered voters	4,500,000	5,000,000
state agencies	15	15

#### **Anticipated Changes In Service Area Customer Base**

In addition to the anticipated increase in the number of registered voters, we anticipate that the demand for data and statistics derived from the statewide voter registration system will significantly increase. The system will be asked to do more and to interact seamlessly with other federal and state systems. Additionally, to provide a more convenient electoral experience for the registered voters, the system will need to be capable to integrate with the agency's election processing systems that provide information about elections, polling places and candidates.

#### **Service Area Products and Services**

- A complete, separate, and accurate record of all registered voters in the Commonwealth
- Production of voter registration cards for current and newly registered voters
- Notification services to registered voters on the system of changes and corrections in their registration records and polling places
- Election rosters and voters list services
- Military and overseas citizens absentee voting services
- lists of precincts and polling places
- Reports of election results by precinct
- Absentee voting statistics
- List of Those Who Voted
- Maintain Absentee Voting data for in-state absentee voters

# Service Area Plan

## State Board of Elections

### Statewide Voter Registration System Services (72304)

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#### Factors Impacting Service Area Products and Services

The Help America Vote Act of 2002 (HAVA) mandated additional requirements and standards to be used in maintaining a statewide, computerized database of all registered voters in Virginia. HAVA mandated that Virginia implement, in a uniform and nondiscriminatory manner, a single, uniform, official, centralized, interactive computerized statewide voter registration list defined, maintained, and administered at the State level that contains the name and registration information of every legally registered voter in the State and assigns a unique identifier to each legally registered voter in the State, and includes the following:

- (i) The computerized list shall serve as the single system for storing and managing the official list of registered voters throughout the State.
- (ii) The computerized list contains the name and registration information of every legally registered voter in the State.
- (iii) Under the computerized list, a unique identifier is assigned to each legally registered voter in the State.
- (iv) The computerized list shall be coordinated with other agency databases within the State.
- (v) Any election official in the State, including any local election official, may obtain immediate electronic access to the information contained in the computerized list.
- (vi) All voter registration information obtained by any local election official in the State shall be electronically entered into the computerized list on an expedited basis at the time the information is provided to the local official.
- (vii) The computerized list shall serve as the official voter registration list for the conduct of all elections for Federal office in the State.

While the current system meets the requirement characteristics of being a statewide and centralized system. Some of the functionality that other HAVA requirements mandated could not be easily carried out the the current system. Therefore, in fiscal 2005, using funds provided under HAVA, SBE began design and development of a new centralized voter registration system that would be fully HAVA compliant. This new system is scheduled to be placed into production in September 2005.

#### Anticipated Changes To Service Area Products and Services

The demand for voter registration statistics and information by federal agencies, media and politically active organizations will place additional demands on the system and require additional system functionality.

# Service Area Plan

## State Board of Elections

### Statewide Voter Registration System Services (72304)

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#### **Service Area Financial Summary**

This service area maintains the Virginia Voter Registration System (VVRS). The cost to develop and maintain the VVRS is 100% funded from the state's general fund. However, the VVRS was judged not to be 100% in compliance with HAVA which mandated new standards and operations of the statewide system.

In fiscal 2004, SBE received grants from the federal government to implement the standards and requirements of a centralized voter registration system prescribed in HAVA. Therefore, SBE used HAVA funds to design and develop a new statewide voter registration system that is fully HAVA compliant. The new system is scheduled to be placed into production in September 2005.

A condition of receiving HAVA funding is that Virginia maintains a "continuity of effort" which requires that the state resources dedicated to the electoral and voter registration activities remain at the same levels as they were in 2000. Therefore, while HAVA funds are used to develop and implement the new system, the State's general fund will continue to provide for the on-going maintenance and support of the system once it is put into production.

	<b><u>Fiscal Year 2007</u></b>		<b><u>Fiscal Year 2008</u></b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$1,106,461	\$0	\$1,106,461	\$0
<b>Changes To Base</b>	\$10,199	\$0	\$10,199	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$1,116,660</b>	<b>\$0</b>	<b>\$1,116,660</b>	<b>\$0</b>



# Service Area Plan

## State Board of Elections

### Statewide Voter Registration System Services (72304)

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## Service Area Objectives, Measures, and Strategies

### Objective 72304.01

***maintain an accurate and efficient statewide voter registration database containing the names, addresses and polling place of every registered voter in the Commonwealth***

This service area's objective is to maintain a centralized database of all registered voters and their polling places in all counties, cities and towns in the Commonwealth.

#### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services
- Increase Convenience and Effectiveness of Voter Registration Procedures
- Increase Use of Efficient Information Transfer Technologies

#### **This Objective Has The Following Measure(s):**

##### ● **Measure 72304.01.01**

***Number of days after an election to produce a complete listing of voters who participated in the last general election***

**Measure Type:** Outcome

**Measure Frequency:** Every Six Months

**Measure Baseline:** During 2006, it took up to 60 days to produce a statewide list of voters who participated in the last general election for statewide offices

**Measure Target:** by end of 2007, produce statewide list of those who voted in last general election within 35 days after the election and, within 21 days by end of 2008.

##### **Measure Source and Calculation:**

By law, SBE establish voting credits in the statewide voter registration system for registrants who participated in the most recent election. The voting credits are used to produce a high demand "List of Those Who Voted". The time period from the day after the election to the time that voting credits are established is the delay time for reporting and distributing a List of Those Who Voted.

#### **Objective 72304.01 Has the Following Strategies:**

- encourage, promote and educate state and local officials on the advantages and efficiencies of replacing paper-based election rosters and pollbooks with secure digitized election rosters and poll books
- implement use of bar code and bar code scanning technologies in production of election precinct rosters
- partner with local counties and cities election officials to develop a standard full featured electronic poll book and election precinct roster application for use by county and city election officials
- work with local county and city election officials to obtain funding and resources for hardware to support the implementation and use of electronic poll books

# Service Area Plan

## State Board of Elections

### Campaign Finance Disclosure Administration Services (72309)

#### Service Area Background Information

##### Service Area Description

This service area administers the campaign finance disclosure laws in Virginia. It provides information to the public of the source and use of money in political campaigns. Public disclosure activities are supported by the training of political campaign organizations in the proper application of Virginia campaign finance laws and, the proper reporting of campaign finance activities and transactions.

##### Service Area Alignment to Mission

This service area directly aligns with SBE's mission to ensure fairness and purity in elections procedures, practices and proceedings. By keeping the public informed of the money in campaigns, the public can be reasonably confident in the purity of the process.

##### Service Area Statutory Authority

The Code of Virginia Title 24.2, Chapter 9 establishes campaign finance disclosure requirements and the responsibilities and powers of SBE

##### Service Area Customer Base

Customer(s)	Served	Potential
candidates for federal, state and local public office	2,500	1,000
Legislators	140	140
local county and city electoral board members	402	402
local county and city general registrars and their staff	402	402
media	25	100
political committees	60	100
political parties	5	10
registered voters	4,500,000	4,500,000

##### Anticipated Changes In Service Area Customer Base

We anticipate an increase in the number of customers, both filers and consumers of the information, due to the increased awareness and interest in money in politics and the increased in the number of citizens desiring to run for public office.

# **Service Area Plan**

## ***State Board of Elections***

### ***Campaign Finance Disclosure Administration Services (72309)***

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#### **Service Area Products and Services**

- Campaign finance disclosure compliance services - identify candidates and political committees who are required by law to file financial disclosure reports and review filed reports for completeness
- Filing requirements assistance services - provide support to filers in the accurate and timely filing of disclosure reports. Also assist filers in defining the requirements and content of the reports.
- Filing software services - provide filing software (known as VAFiling) and approve standards for the preparation and transmittal by electronic means of the reports of contributions and expenditures from 3rd party software vendors software.
- Public disclosure services – publish filed reports to web for public consumption
- Public information services – provide general information to the public about disclosure activities
- Disclosure Training Services - provide training to county and city election officials on how to administer the campaign finance laws for local county/city candidates
- Compliance Training Services - provide training to candidates and political committee treasurers in disclosure and reporting requirements

# Service Area Plan

## State Board of Elections

### Campaign Finance Disclosure Administration Services (72309)

#### Factors Impacting Service Area Products and Services

A major factor impacting the uniformity of public disclosure in Virginia is the lack of a legal mandate that require all candidates and committees that file with SBE, to file their reports with SBE in an electronic format. Currently, only candidates for statewide offices (Governor, Lt. Gov. and attorney general) are required by law to file electronically. Candidates for the General Assembly and political committees have the option to file either electronically or on paper. Though the number of general assembly candidates and political committees that file their reports electronically is increasing, to make the information available to the public in a timely manner, there exist a need to have all disclosure reports filed in a prescribed electronic format. SBE is expected, and does provide access to disclosure reports through the internet, regardless of the media (paper or electronic) used to initially file the report. SBE contracts with private sources to provide data entry services for reports that it receive in paper format. The keying of data from paper reports is costly and negatively impacts efficiency in the disclosure services area.

Uniformity in campaign finance disclosure administration suffers from the fact that the vast majority of county and city election boards do not accept electronic filings of disclosure reports. Consequently, campaign finance disclosure data of candidates for municipal offices are not conveniently accessible by the citizens. To overcome this impediment there exist a need to implement a statewide central campaign finance disclosure database to serve as a statewide repository of all (county, city and state) campaign finance disclosure reports filed in the state.

#### Anticipated Changes To Service Area Products and Services

The public desire to know about the funding in campaigns regardless of whether the candidate is running for state or local county, city or town office. SBE anticipates providing a one-stop shop for citizens to view the campaign finance disclosure reports of all candidates running for any office in Virginia. Currently, SBE maintains a database of disclosure reports and publishes reports filed by candidates for Governor, Lt. Governor, Attorney General and the General Assembly. Candidates running for local county, city or town offices file their disclosure reports with the county or city general registrar. In most cases, reports filed with the local county or city registrar are never published to the internet are made conveniently accessible to the local citizens. Citizens can only view this data if they physically visit their county or city general registrar's office. We can best serve Virginia citizens by providing a central repository, accessible through the internet, of disclosure data for all state and local (county, city or town) candidates.

#### Service Area Financial Summary

Campaign finance disclosure services are totally funded from the state's general fund. All financial disclosure reports filed with SBE by General Assembly candidates, candidates for statewide offices (Governor, Lt. Governor, Attorney General), and political committees are timely published to the internet for public consumption. SBE maintains a computer based campaign finance disclosure database to assist in this effort. We also designed, developed and distributed campaign finance disclosure tool known as VAFiling software as a tool to promote electronic filing by our clients. The majority of the cost of this service area supports the database and the VAFiling software. Additionally, personnel cost of incurred for the three full-time staff that maintains the database, provides guidance and, administer the campaign finance disclosure laws in Virginia.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$247,500	\$0	\$247,500	\$0
Changes To Base	\$13,703	\$0	\$13,703	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$261,203</b>	<b>\$0</b>	<b>\$261,203</b>	<b>\$0</b>

# Service Area Plan

## State Board of Elections

### Campaign Finance Disclosure Administration Services (72309)

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## Service Area Objectives, Measures, and Strategies

### Objective 72309.01

***Provide timely and reliable information to the public about the source and use of money in political campaigns***

This service area promotes and fosters uniform and accurate reporting of sources and use of monies by candidates and political campaigns and organizations. To be useful to Virginia citizens, candidates, media and other interested stakeholders, the campaign finance disclosure or sources and use of monies of political campaigns and organizations must be applied in a uniform and systematic manner through out the State.

#### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services
- Increase Use of Efficient Information Transfer Technologies
- Foster and promote voter confidence

#### **This Objective Has The Following Measure(s):**

- **Measure 72309.01.01**

***Percentage of local county and city general registrars and electoral board members that receive training***

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** During 2005, the Board trained 241 or 45% of the 536 total number of local election officials on administering campaign finance disclosure laws

**Measure Target:** Increase the percentage of general registrars and local electoral board members who are trained annually to 90% by end of 2007 and, 95% by end of 2008

**Measure Source and Calculation:**

The data source is Campaign Finance Administration database of general registrars and local electoral board members. Statewide, there are 134 general registrars and 402 local electoral board members. Total number of general registrars and local electoral board officials who were trained by the Board during the year as a percentage of the total number of general registrars and local electoral board officials statewide.

#### **Objective 72309.01 Has the Following Strategies:**

- provide software tools and training to local county, city and statewide candidates for office
- encourage the use of software for electronic filing of disclosure reports
- develop electronic cfda training materials and web portals
- develop and maintain cfda training and reference materials for local county and city election officials
- establish and maintain a statewide cfda disclosure reporting database for local candidates

# Service Area Plan

## State Board of Elections

### Election Administration Services (72310)

## Service Area Background Information

### Service Area Description

This service area implements and administers procedures and practices that provide uniform and legal applications of election practices and candidate certification procedures and other activities related to elections.

### Service Area Alignment to Mission

This service area

- provides instructions and guidance to local county and city election officials in the certification of candidates and the conduct of all elections.
- certifies the results of elections
- prescribes forms and documents to be used in all election practices and proceedings
- ensures that all ballots are printed and used in accordance with law
- certifies voting equipment to be used in elections in Virginia

This service area directly aligns with SBE's mission to ensure uniformity in elections procedures, practices and proceedings.

### Service Area Statutory Authority

The Code of Virginia, Chapter 1, § 24.2-100 through § 24.2-103 establishes the responsibilities and powers of SBE. It mandates that SBE "supervise and coordinate the work of the county and city electoral boards and of the registrars to obtain uniformity in their practices and proceedings and legality and purity in all elections".

### Service Area Customer Base

Customer(s)	Served	Potential
candidates for federal, state and local public office	32,500	5,000
county and city government officials	272	500
election workers and volunteers	2,500	3,000
Federal agencies (Dept of Justice, Fed Election Commission)	5	5
Incumbent Office holders	3,500	5,000
Legislators	140	140
local county and city electoral board members	402	402
local county and city general registrars and their staff	402	402
media	10	20
political parties	6	10

### Anticipated Changes In Service Area Customer Base

We anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Additionally, as SBE continues to improve accessibility to the electoral processes for individuals with disabilities, an increase in this customer group is anticipated. SBE also anticipates material increases in the number of registered voters.

# Service Area Plan

## State Board of Elections

### *Election Administration Services (72310)*

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#### **Service Area Products and Services**

- Election Procedure Guidance - Assistance and guidance to county and city election officials on electoral procedures and practices
- Candidate Filing Services - Assistance and information to federal, state and local candidates on filing requirements
- Voting System Standards - provide assistance to local electoral board in standards for voting system technology and voting systems security
- Voting equipment certification services - review, evaluate, study and test voting systems for compliance with established voting systems standards
- Provide election forms and other materials used by local Virginia counties and cities in the conduct of the election
- Candidate Information Services - maintain and manage election calendars, candidate bulletins, candidate forms for qualifications and ballot access requirements
- Candidate Certification Services - Ensure that only qualified candidates are on the ballot in the correct manner and correct order
- Ballot certification services - proof and ensure legality and purity of every ballot style use in state.
- Election Results Certification Services - Certify results of elections for federal and state offices
- Ballot referendum services

#### **Factors Impacting Service Area Products and Services**

The federal law, The Help America Vote Act of 2002 (HAVA), establishes additional requirements and standards of election administration for federal offices. HAVA put an increase burden on this service area to:

(1) Comply with the requirements of:

- a. voting systems standards and technology, including voting system accessibility standards
- b. Provisional voting and voting information requirements

(2) Train election officials, poll workers, and election volunteers.

(3) Improve the accessibility and quantity of polling, including providing physical access for individuals with disabilities, providing nonvisual access for individuals with visual impairments, and providing assistance to Native Americans, Alaska Native citizens, and to individuals with limited proficiency in the English language

(4) Establish and maintaining toll-free telephone hotlines that voters may use to report possible voting fraud and voting rights violations, to obtain general election information, and to access detailed automated information on their own voter registration status, specific polling place locations, and other relevant information.

#### **Anticipated Changes To Service Area Products and Services**

The reporting requirements of HAVA will impact the amount and types of information and data that this service will need to collect, maintain and report. Further, the implementation of HAVA requirements will significantly increase the types of services performed by this service area.

# Service Area Plan

## State Board of Elections

### Election Administration Services (72310)

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#### **Service Area Financial Summary**

Until fiscal 2003, Election Administration Services were totally funded from the state's general fund. In fiscal 2004, SBE received grants from the federal government to implement the standards and requirements prescribed in the HAVA. All HAVA requirements will be fully implemented by the end of fiscal 2006. Therefore, it is likely that the federal funds used to implement those requirements will be exhausted. If this is the case, SBE will most likely need additional funding from the State's general fund to maintain the improvements and the addition to services mandated by HAVA.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$570,163	\$0	\$570,163	\$0
<b>Changes To Base</b>	\$352,252	\$0	\$20,252	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$922,415</b>	<b>\$0</b>	<b>\$590,415</b>	<b>\$0</b>



# Service Area Plan

## State Board of Elections

### Election Administration Services (72310)

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## Service Area Objectives, Measures, and Strategies

### Objective 72310.01

#### ***We will increase the number of local counties/cities having an approved Voting Systems Security Plan (key)***

Promote and ensure statewide uniformity, purity and legality in all election practices and proceedings.  
(key)

#### **This Objective Supports the Following Agency Goals:**

- Foster and promote voter confidence

#### **This Objective Has The Following Measure(s):**

##### • **Measure 72310.01.01**

***We will increase the number of local counties/cities having an approved Voting Systems Security Plan. (I***

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** At the beginning of FY2007 10 of 134 counties/cities had an SBE approved Voting Systems Security Plan.

**Measure Target:** 54 out of 134 counties/cities by the end of FY2007 and 121 out of 134 counties by the end of FY2008.

##### **Measure Source and Calculation:**

Total number of counties and cities that have developed and submitted Voting Systems Security Plan which conforms to SBE's Voting Systems Security Standards . Datasource: Locality Voting Systems Database Subsystem.

#### **Objective 72310.01 Has the Following Strategies:**

- Train local electoral board on voting systems security
- Provide standard and uniform security standards and templates specific to types of voting systems used in Virginia
- Dedicate technical resources to assisting county and city electoral boards in developing and implementing security plans

### Objective 72310.02

#### ***We will Improve and expand equal access and convenience to participate in elections by all Virginians***

Providing equal access to the electoral process by all Virginia citizens, including individuals with disabilities is critical in ensuring electorate confidence in the system and maintaining fairness in the election. To ensure that the process has equal access by Virginians with disabilities, SBE must work with local counties and cities to: identify and fix all current or new polling places which are deficient in meeting ADA standards; provide education of the process to the disabled community; ensure voting systems are accessible and, assist counties and cities in educating officers of election on how to best service individuals with disabilities.

#### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services

# Service Area Plan

## State Board of Elections

### Election Administration Services (72310)

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#### This Objective Has The Following Measure(s):

- **Measure 72310.02.01**

*Percentage of polling places in Virginia graded as fully accessible according to the ADA standards.*

**Measure Type:** Outcome

**Measure Frequency:** Every Six Months

**Measure Baseline:** At the beginning of FY2005, 184 of 2,294 or 8% of polling places had been designated as fully accessible by ADA standards

**Measure Target:** Using the standards set by the American With Disabilities Act, 70% of polling places in Virginia should be fully accessible to individuals with disabilities by end of 2007 and 100% by 2008

**Measure Source and Calculation:**

SBE maintains databases and records of polling place accessibility statistics. The accessibility rate is calculated on the basis of total number of polling places to the total number of fully accessible polling places in Virginia

#### Objective 72310.02 Has the Following Strategies:

- ensure that new polling places meet ADA standards
- Identify polling places that does by meet ADA standards
- educate and train election officials on how to best promote the access and participation of individuals with disabilities in the election processes
- provide individuals with disabilities with information about the accessibility of polling places
- Work with local county and city electoral boards and general registrars to fix polling places identified with deficiencies.

# Service Area Plan

## State Board of Elections

### Voter Services (72311)

## Service Area Background Information

### Service Area Description

This service area provides voter registration, absentee voting and voter education services to Virginia citizens. It also provides guidance and support to local county and city election officials in delivering services to voters at the local level.

### Service Area Alignment to Mission

This service area aligns with the agency mission by ensuring uniformity and purity and fairness in the voter registration processes. Uniformity is ensured by fostering uniform procedures and practices employed in the voter registration and absentee voting processes through out Virginia.

### Service Area Statutory Authority

Virginia code, Title 24.2 – Elections, § 24.2-400 through § 24.2-447, Voter Registration, establishes voter registration procedures and the duties of SBE. The National Voter Registration Act (NVRA) also establishes voter registration practices to be carried out by SBE and Code of Virginia, § 24.2-404.1 designates SBElections as state coordinator for the administration of the National Voter Registration Act. The Help America Vote Act of 2002 requires SBE to provide voter education on voting procedures, voting rights and voting technology.

Virginia Code, § 24.2-413. Accessible registration locations establishes the requirement for registration locations to be accessible as required by the provisions of the Virginians with Disabilities Act (§ 51.5-1 et seq.), the Voting Accessibility for the Elderly and Handicapped Act (42 U.S.C. § 1973ee et seq.), and the Americans with Disabilities Act relating to public services (42 U.S.C. § 12131 et seq.). It also prescribes that the State Board provide instructions to the Department of Motor Vehicles, state-designated voter registration agencies, local electoral boards and general registrars to assist them in complying with the requirements of the Acts.

Code of Virginia, § 24.2-706 establishes the responsibilities and duties of SBE in the absentee voting process. Section 102 of the Uniformed and Overseas Citizens Absentee Voting Act and HAVA sec. 702 requires a single state office to be designated to provide information on registration and absentee ballots for all voters in the state.

### Service Area Customer Base

Customer(s)	Served	Potential
Federal agencies (Dept of Justice, Fed Election Commission)	4	4
High School students/faculty	1,500	3,000
local county and city general registrars and their staff	402	402
media	10	20
Military and Overseas citizens	10,000	100,000
Other state agencies designated under the National Voter Registration	15	15
Private non profit and civic organizations that promote voter registration	20	50
registered voters	4,500,000	4,500,000
registered voters who are incapacitated or hospitalized	200	2,000

# **Service Area Plan**

## **State Board of Elections**

### ***Voter Services (72311)***

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#### **Anticipated Changes In Service Area Customer Base**

We anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Additionally, as SBE continues to improve accessibility to the electoral processes for individuals with disabilities, an increase in this customer group is anticipated. We also anticipate an increase in the number of military and overseas citizens who use our services relating to absentee voting and mail-in registration.

Changes are anticipated in the following customer base

Increased in the number of registered voters

Increase in the number of in-state citizens requesting to vote by absentee ballot

increase in number of military and overseas citizens requesting to vote by absentee ballot

increase in number of organizations desiring to conduct voter registration drives

increase in number of voters who are limited in communication in the English language

#### **Service Area Products and Services**

- Election Officials Voter registration training Services - Training of county and city election officials on voter registration policies, procedures and practices that are NVRA compliant
- Voter Registration Drive Services - provide guidance and instructions to non-state entities on proper conduct of voter registration drives
- Absentee voting services for in-state citizens - provide absentee voting information and guidance to in-state citizens desiring to vote absentee
- Absentee voting services for military and overseas citizens - provide absentee voting information and guidance to military and overseas citizens desiring to vote absentee
- Emergency absentee voting services for military and overseas citizens
- Voter Education Services - provide information to voters on voting procedures, voting rights and voter responsibilities

#### **Factors Impacting Service Area Products and Services**

As Virginia population increases, there is an increase demand for voter services and increased demand for information relating to voter registration and absentee voting.

The passing of the Help America Vote Act requires increase efforts of voter education, voter information and absentee voting services.

The National Voter Registration Act (NVRA) has required increased record keeping and reporting requirements for various categories of voter registration. Additionally, the Act has increased the agency's obligation to ensure that designated social services agencies and DMV staff are adequately trained to provide citizens the opportunity to register or change their voter registration information.

# Service Area Plan

## State Board of Elections

### Voter Services (72311)

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#### **Service Area Financial Summary**

During 2004 to 2006, this service area is partly funded by the state's general fund and partly funded by the HAVA federal grant. During 2004 through 2006, the additional requirements in the voter education and absentee voting services are 100% funded from HAVA grants. After the HAVA grants are exhausted, the standards and requirements imposed by HAVA and other federal law will need to be continued. The continuation of the services will not be possible without additional funding from the State after the HAVA grant is exhausted.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$581,500	\$0	\$581,500	\$0
<b>Changes To Base</b>	\$28,565	\$0	\$28,565	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$610,065</b>	<b>\$0</b>	<b>\$610,065</b>	<b>\$0</b>

# Service Area Plan

## State Board of Elections

### Voter Services (72311)

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## Service Area Objectives, Measures, and Strategies

### Objective 72311.01

***Support a 5% increase in voter participation within the Commonwealth of Virginia. (key)***

Support a 5% increase in voter participation within the Commonwealth of Virginia.

#### This Objective Supports the Following Agency Goals:

- Improve and Broaden Customer Access to Services
- Increase Convenience and Effectiveness of Voter Registration Procedures
- Foster and promote voter confidence

#### This Objective Has The Following Measure(s):

- **Measure 72311.01.01**

***We will support improving voter participation in State General elections. (key)***

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** 2003 state elections voter rate was 30.8%.

**Measure Target:** Increase state office rate to 35% in 2008 election.

**Measure Source and Calculation:**

The data for this measure is captured in Voter Turnout statistics maintained in the Election Results Reporting Systems. Percent of total number of registered voters casting votes in State general elections in relationship to total number of registered voters.

- **Measure 72311.01.02**

***We will support improving voter participation in Federal elections. (key)***

**Measure Type:** Outcome      **Measure Frequency:** Other

**Measure Baseline:** 2002 federal election voter rate was 39.4%

**Measure Target:** Increase federal voter rate to 45% in 2007 election.

**Measure Source and Calculation:**

The data for this measure is captured in Voter Turnout statistics maintained in the Election Results Reporting Systems. Percent of total number of registered voters casting votes in State general elections in relationship to total number of registered voters.

#### Objective 72311.01 Has the Following Strategies:

- promote and support apolitical efforts to educate voters on the importance of registering and voting.
- explore methods of using technology to increase citizen participation in the electoral process by promoting volunteering at the polls and other election day activities.
- team with apolitical organizations to devise strategies to increase citizen interest and desire for participation in the election processes
- educate voters on voting technology, voting rights and procedures

# Service Area Plan

## State Board of Elections

### Voter Services (72311)

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#### **Objective 72311.02**

##### ***Promote customer confidence in the accuracy and integrity of elections. (key)***

The objective of this service area objective is to ensure that all citizens who are eligible to vote have a fair and convenient opportunities to properly register to vote and be assured that their vote was counted.

##### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services
- Increase Convenience and Effectiveness of Voter Registration Procedures
- Increase Use of Efficient Information Transfer Technologies

##### **This Objective Has The Following Measure(s):**

###### **● Measure 72311.02.01**

***We will increase the percentage of absentee ballots counted in relationship to the number of absentee b***

**Measure Type:** Outcome

**Measure Frequency:** Annually

**Measure Baseline:** The 2004 federal general election 69% of absentee ballots returned to local counties/cities electoral boards to be cast in the election were actually counted. The uncounted ballots were due to voter oversight, errors in ballot completion or submission.

**Measure Target:** Increase the percentage of absentee ballots to 75% during general elections in 2007 and 90% during general elections in 2008.

**Measure Source and Calculation:**

data source: Agency's Absentee Voting Sub-system statistics showing number of absentee ballots cast by voters in relationship to the total number of absentee ballots actually counted by local electoral boards.

##### **Objective 72311.02 Has the Following Strategies:**

- keep citizens informed of the proper way to register to vote and the requirements that must be met to register to vote
- Many denials derive from voter registration applications processed through the Department of Motor Vehicles (DMV) offices under the National Voter Registration Act. SBE will collaborately worked with local county and city election officials to increase the number of of voter registration offices that are co-located with the DMV offices.
- Design and implement a clear and concise voter education program and develop website portal dedicated to educating voters on election information, voter registration, voting procedures and technology.
- Collaborate and work with local county and city election officials to increase the number of counties and cities which participate in the Email Absentee Ballot Program (a pilot program whereby localities accept and process absentee ballot requests by email)
- design and implement a secure on-line application to allow registered voters to request change of address for voter registration purposes.
- design and implement a secure on-line application to allow registered voters to request and print voter cards for voter registration and election purposes.

# Service Area Plan

## State Board of Elections

### Administrative Services (72312)

## Service Area Background Information

### Service Area Description

This service area provides communication, information, and administrative support services to all of the agency's service areas.

### Service Area Alignment to Mission

This service area directly aligns with SBE's mission by ensuring that functional service areas that deliver direct services have the resources needed to accomplish the agency's mission of uniformity, legality, fairness, accuracy and purity in elections procedures, practices and proceedings

### Service Area Statutory Authority

The Code of Virginia, Title 2.2 , Administration of Government establishes the general powers of departments and authority of agency directors.

### Service Area Customer Base

Customer(s)	Served	Potential
Agency Staff	38	38
county and city government officials	272	272
election workers and volunteers	2,500	3,000
Federal agencies (Dept of Justice, Fed Election Commission)	4	10
General Public	6,500,000	6,500,000
Legislators	140	140
local county and city electoral board members	402	402
local county and city general registrars and their staff	402	402
media	10	30
registered voters	4,500,000	4,500,000
state agencies	10	20

### Service Area Products and Services

- Computer hardware, software and desktop support services
- Personnel resource and development
- Payroll Services
- Budgeting, Accounting and fiscal services
- Computer Applications development services
- Communications and information services
- Agency administration services
- Procurement services
- Constituency services
- Shipping, mailing and distribution services



# Service Area Plan

## State Board of Elections

### Administrative Services (72312)

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#### Factors Impacting Service Area Products and Services

This service area provides direct support to the agency's other functional activities and services. As the demand for increased availability of services and information in other service areas increase, the demand for additional administrative support will increase.

#### Service Area Financial Summary

Until 2004, this services area was 100% funded by the state's general fund. However, the 2002 Help America Vote Act placed additional demands on this service area to improve the overall administration of elections in Virginia. The improvements in the administration of elections implemented as a result of HAVA are 100% funded by HAVA during 2004 through 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$841,255	\$0	\$841,255	\$0
<b>Changes To Base</b>	\$99,638	\$0	\$97,822	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$940,893</b>	<b>\$0</b>	<b>\$939,077</b>	<b>\$0</b>

# Service Area Plan

## State Board of Elections

### Administrative Services (72312)

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## Service Area Objectives, Measures, and Strategies

### Objective 72312.01

***Ensure that agency resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements***

In order to assure uniformity, fairness, accuracy and purity in the electoral process, it is absolutely imperative that the agency service areas have resources sufficient to ensure success. The resources provided must be efficiently used to maximize the quality, availability and convenience of service provided to our customers.

#### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services
- Increase Convenience and Effectiveness of Voter Registration Procedures
- Increase Use of Efficient Information Transfer Technologies
- Improve Communication, Staff Development and Staff Education

#### **This Objective Has The Following Measure(s):**

- **Measure 72312.01.00**

***Percent of Governor's Management scorecard categories marked as meets expectations for the agency***

**Measure Type:** Outcome

**Measure Frequency:** Every Six Months

**Measure Baseline:** The 2006 percentage calculated based on the agency scorecard is 100%

**Measure Target:** maintain 100% performance rating for 2007 and 2008

**Measure Source and Calculation:**

Percentage of categories that the State Board of Elections is graded as meets expectations to the total number of categories listed on the Governor's Management Scorecard

#### **Objective 72312.01 Has the Following Strategies:**

- Ensure that ongoing opportunities for skills development and training are provided and supported by workforce planning
- Increase the percentage of staff receiving training targeted to increased productivity and service delivery
- Implement targeted staff training aimed at fostering improved customer service and business skills
- Conduct regular meetings with individual service areas to determine needs and monitor progress
- maximize organizational structure and communication channels
- Conduct procurements using advanced technology by: 1) completing all applicable agency purchases through the state's electronic procurement system known as the eVA portal, 2) posting notices of business opportunities on the eVA website, and 3) making purchases from vendors and suppliers who are registered in eVA.
- Establishes financial plan with spending targets. Ensures expenditures are made in accordance with the Appropriation Act and any other requirements that the Governor may add
- Complies with all state laws and regulations, ensures that agency internal control framework and procedures safeguard against the loss or inefficient use of Commonwealth assets, and records financial transactions properly in the Commonwealth Accounting and Reporting Systems

# **Service Area Plan**

## ***State Board of Elections***

### ***Administrative Services (72312)***

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- Adhere to statewide disbursement policies governing the legal and proper disbursement of state funds, including but not limited to state travel policies
- Maintain and exercise Continuity of Operations (COOP) plans; annually certify to the Governor that the agency has a COOP plan in place.

# Service Area Plan

## State Board of Elections

### Financial Assistance for General Registrar Compensation (78001)

## Service Area Background Information

### Service Area Description

This service area provides direct financial assistance to all Virginia counties and cities governments for local general registrars compensation

### Service Area Alignment to Mission

By providing financial assistance to local governments, this service area aligns with the agency mission by ensuring the uniform and purity and fairness in the voter registration processes by providing direct supervision of county and city election officials and helps to defray the costs of administering elections on the local level.

### Service Area Statutory Authority

Statutory authority for this activity is contained in the Appropriations Act. The Act mandates SBE to set the salary of general registrars annually and it provides for the reimbursement of local general registrar salaries by SBE.

### Service Area Customer Base

Customer(s)	Served	Potential
county and city government officials	134	272
local county and city electoral board members	402	402
Local county and city general registrars	134	134

### Service Area Products and Services

- Direct Financial assistance to local governing bodies

#### **Factors Impacting Service Area Products and Services**

The extent of Financial assistance for general registrar salaries is dependent upon the amount of funds appropriated to SBE for this purpose. The salaries of general registrars is mostly based on the population of the county or city in which they service. As population estimates increases, the amount of authorized salary of the affected general registrar increases. The amount budgeted for reimbursing local county and city governments is based on population estimates published at the time that the salaries are established. Population increases often occur after the budget is set and therefore, the amount appropriated to SBE for the reimbursements may be inadequate.

#### **Anticipated Changes To Service Area Products and Services**

Currently, approximately 18 counties and cities have general registrars who work only 3 days per week from January through July of each year. All registrars, state-wide, work 5 days per week during the months of August through December each year. It is anticipated that changes to population and laws will require that all registrars work 5 days per week year round. This change, if it happens, will require additional funding to reimbursement the local governments for the additional work time.

# Service Area Plan

## State Board of Elections

### *Financial Assistance for General Registrar Compensation (78001)*

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#### **Service Area Financial Summary**

This service is 100% funded by the state's general fund.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$5,507,808	\$0	\$5,507,808	\$0
<b>Changes To Base</b>	\$422,101	\$0	\$422,101	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$5,929,909</b>	<b>\$0</b>	<b>\$5,929,909</b>	<b>\$0</b>

# Service Area Plan

## State Board of Elections

### Financial Assistance for General Registrar Compensation (78001)

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## Service Area Objectives, Measures, and Strategies

### Objective 78001.01

#### ***Provide direct and sufficient financial support to local counties and cities for costs of general registrar compensation***

Annually, SBE reimburses county and city governments for compensation paid to general registrars from March of the preceding year to March of the current year. Typically, due to errors in the applications received from the local governments, the vast majority of these reimbursements are not completed until late May and June of each year. This objective is to provide more timely and accurate financial assistance, in the form of reimbursements, to county and city governments for the cost of local general registrar salaries

#### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services

#### **This Objective Has The Following Measure(s):**

- **Measure 78001.01.00**

***Percentage of counties and cities who receive reimbursements within 30 days of submission of reimbursements***

**Measure Type:** Outcome

**Measure Frequency:** Annually

**Measure Baseline:** During 2006, 20% of the reimbursement applications for general registrars compensation received from local governments are paid within 30 days of receipt of request

**Measure Target:** Complete 60% of reimbursement requests within 30 days of receipt of request by end of 2007 and complete 70% or more of reimbursement requests within 30 days of receipt of request by end of 2008.

**Measure Source and Calculation:**

Agency Accounting records and journals detailing date of receipt and payment of reimbursement requests.

#### **Objective 78001.01 Has the Following Strategies:**

- simplify the reimbursement application request procedures
- develop and implement an on-line reimbursement application request process
- maintain accurate database of local county and city fiscal directors
- establish email communications with local county and city fiscal offices

# Service Area Plan

## State Board of Elections

### Financial Assistance for Local Electoral Board Compensation and Expenses (78002)

#### Service Area Background Information

##### Service Area Description

This service area provides direct financial assistance, in the form of reimbursements, to counties and cities for local electoral board compensation and mileage expenses

##### Service Area Alignment to Mission

By providing direct financial assistance to local county and city governments to defray election administration costs, this service area aligns with the agency mission by ensuring the uniform and purity and fairness in the voter registration processes by providing direct supervision of county and city election officials

##### Service Area Statutory Authority

Statutory Authority for this activity is contained in the state's Appropriation Act. The Act mandates SBE to set the salaries of local county and city electoral board members and, provides for the reimbursement of those salaries out of SBE's appropriations.

##### Service Area Customer Base

Customer(s)	Served	Potential
county and city government officials	134	272
local county and city electoral board members	134	134
local county and city general registrars and their staff	134	134

##### Service Area Products and Services

- Direct financial assistance to local county and city governments for cost of local electoral board salaries and mileage
- Compute and set authorized salaries of county and city electoral board members
- Communicate authorized salary information to local county and city government fiscal and payroll offices

##### **Factors Impacting Service Area Products and Services**

The extent of financial assistance for local county and city electoral board salaries and mileage is dependent upon the amount of funds appropriated to SBE for this purpose. The salaries of local electoral board is based on the population estimates and the number of towns (if applicable) for which the electoral board conduct elections. A county or city's population estimate may change after the budget for this activity has been set. When this occurs, the amount appropriated in SBE's budget is normally not sufficient to ensure 100% reimbursement to counties and cities for this cost.

# Service Area Plan

## State Board of Elections

### Financial Assistance for Local Electoral Board Compensation and Expenses (78002)

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#### **Service Area Financial Summary**

Local county electoral board salaries and mileage is funded 100% from the state's general fund.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$1,195,448	\$0	\$1,195,448	\$0
<b>Changes To Base</b>	\$82,790	\$0	\$82,790	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$1,278,238</b>	<b>\$0</b>	<b>\$1,278,238</b>	<b>\$0</b>



# Service Area Plan

## State Board of Elections

### *Financial Assistance for Local Electoral Board Compensation and Expenses (78002)*

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## Service Area Objectives, Measures, and Strategies

### **Objective 78002.01**

#### ***provide timely financial assistance to local governments for local electoral board compensation and mileage payments***

Provide timely and accurate financial assistance to local county and city governments for the cost of local electoral board salaries and mileage

#### **This Objective Supports the Following Agency Goals:**

- Improve and Broaden Customer Access to Services
- Increase Use of Efficient Information Transfer Technologies

#### **This Objective Has The Following Measure(s):**

- **Measure 78002.01.01**

***Percent of reimbursements made to counties and cities within 30 days of receipt of request***

**Measure Type:**

**Measure Frequency:** Annually

**Measure Baseline:** During 2006, 20% of reimbursement applications for local electoral board salaries submitted by county and city governments were reimbursed within 30 days of receipt of request

**Measure Target:** 60% in 2007 and, 80% in 2008

**Measure Source and Calculation:**

agency accounting records detailing date of receipt and payment to local county and city governments

#### **Objective 78002.01 Has the Following Strategies:**

- Keep local county and city government fiscal and payroll offices informed of the authorized salary levels for their local electoral board members
- Develop and implement an on-line reimbursement application process which deliver reimbursement status information to local officials
- maintain accurate database of local county and city fiscal and payroll directors
- establish and maintain email and other electronic communications with local county and city fiscal offices
- established an on-line application process